

KLONDIKE GOLD RUSH  
NATIONAL HISTORICAL PARK

Government Performance and Results Act

FY2001 Annual Performance Plan

## **Introduction**

The Government Performance and Results Act (GPRA) of 1993 was passed to improve federal program effectiveness and public accountability by bringing performance management into the federal government. Federal agencies will be held accountable for achieving program results by setting performance goals, measuring progress against those goals, and reporting publicly on their progress. Agencies were required to produce a strategic plan by the end of fiscal year 1997 which covered a five year period. Agencies are now required to update the plan for fiscal year 2000-2005. Included in the strategic plan is a mission statement, long term goals, and a description of how those goals are to be met through human, capital, information and other resources.

The National Park Service has developed a national strategic plan which includes mission goals and long term goals, and each park has developed its own plan that tiers off of the national plan. Where national long term goals are applicable to the park units, they are required to be incorporated into the park specific plans. Klondike Gold Rush has used the national mission goals and applicable long term goals in preparation of this plan. The park strategic plan is then used to prepare an annual performance plan where annual goals that incrementally accrue towards achievement of the long term goals are identified, and products and resources necessary for accomplishing those annual goals are incorporated as an annual work plan. The annual performance plan outlines what is expected during the year towards achieving the long term goals and is maintained as a separate internal document.

The plan will be reviewed and updated on an annual basis. Program evaluation will be accomplished through the annual performance report and goals and schedules will be adjusted accordingly.

This plan was prepared using the Eight Step Performance Management Process which is the operational process developed by the National Park Service to be used in meeting the requirements of GPRA. Under this process the National Park Service has developed its plans and goals and will show achievement of those goals. The goals identified in this strategic plan will be accomplished through annual Congressional appropriations to the National Park Service as well as through cooperation with other agencies, partnerships and donations. Key factors which are outside the control of the National Park Service and which may impede progress in accomplishing these goals are: 1) our dependence on Congressional appropriations which may vary from year to year, 2) the small percentage of land actually owned by the National Park Service within the boundaries of Klondike Gold Rush and the need for negotiated land management decisions with other land owners, 3) the rapid and unpredictable growth in the local tourism industry, and 4) cost of living in Skagway is high and housing is limited and expensive. Reporting on goal accomplishment will be in the annual performance report prepared in March of each year.

## **THE NATIONAL PARK SERVICE MISSION**

The purpose of the National Park Service is "...to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." (1916 Organic Act) The 1978 Redwood Act amending the Organic Act clarified: "The authorization of activities shall be construed and the protection, management and administration of these areas shall be conducted in light of the high public value and integrity of the National Park System and shall not be exercised in derogation of the values and purposes for which these various areas have been established..."

Based on these laws, the National Park Service strategic plan states that the NPS mission is:

The National Park Service is dedicated to conserving unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Service is also responsible for managing a great variety of national and international programs designed to help extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

## **I. MISSION of the National Park Service at Klondike Gold Rush NHP**

The mission of Klondike Gold Rush National Historical Park is based on its purpose and significance.

Public Law 94-323, An act to establish Klondike Gold Rush National Historical Park:

“.....In order to preserve in public ownership for the benefit and inspiration of the people of the United states, historic structures and trails associated with the Klondike Gold Rush of 1898,.....

### **Park Purpose:**

- preserve and interpret historic sites associated with the Klondike Gold Rush of 1897-98 and to allow public use that does not impair resource values.
- preserve gold rush era structures and the historic setting of Skagway and the surrounding area representing the period 1896-1903.

### **Significance:**

- The park preserves the setting of an 1898 Klondike Gold Rush boom town.
- Gold Rush artifacts scattered throughout the park have caused the 16 mile long Chilkoot Trail to be described as the worlds longest museum.
- The Klondike Gold Rush is known as “the last great gold rush that the world will ever know”.
- The park is the most visited NPS area in Alaska.
- Biological communities in the park at the head of the Lynn Canal are among the most diverse in Alaska.
- The park manages the largest historic property leasing program within one park in the NPS.
- KLGO is the only NPS area authorized and established solely to commemorate an American gold rush.
- On August 15, 1998, the park joined with parks in the state of Washington and with parks in British Columbia and Yukon Territory, Canada to become Klondike Gold Rush International Historical Park. A provision for this designation was outlined in special legislation in the US and Canada and was formalized by proclamations issued by President Clinton and by Prime Minister Chretien.
- The federal government owns fifteen historic buildings in the Skagway Historic District. Fourteen have been restored to preserve the appearance of the historic community. One building will be stabilized but not restored.

## **II. LONG TERM GOALS**

Long term goals are developed from mission goals, describe results to be achieved, and are stated as desired future conditions for the year 2005. Long term performance goals establish a target level of performance expressed as a tangible, measurable objective against which actual achievement can be compared. They should provide the roadmap for achieving the park's mission and for maintaining resource condition and visitor experience.

### **Goal Category I: Preserve Park Resources**

Mission Goal Ia: Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context. (SMG Ia)

- Ia1 Long-term Goal: By September 30, 2005, Disturbed Lands/Exotic Species-10% of targeted disturbed park lands, as of 1999, are restored, and 10% of priority targeted disturbances are contained.
- This goal improves resource conditions in parks by restoration of lands impacted by former uses and containment of invasive plant species. Disturbed lands are those park lands where the natural processes have been impacted by development, such as roads and mines, and by invasion of alien species. KLGO*

*plans to classify lands as to their potential for colonization by invasive non-native plants, and to restore such lands or contain the spread of the invasives.*

**Ia1B FY01 Park Annual Goal: By September 30, 2001, report on exotic plant survey of Chilkoot Trail Unit of the park will be completed and areas identified for control action based upon location of invasive exotic plant species as documented in the survey report and control priorities established in FY00.**

Ia5 Long-term Goal: By September 30, 2005, Historic Structures-50% of the historic structures on the 1999 List of Classified Structures are in good condition.

*The LCS for KLGO has 50 structures on it. Eighteen of the structures are actual buildings in the historic district; the remaining 32 are historic ruins, located throughout the park, which are in good condition as ruins and will be maintained as such.*

**Ia5 FY01 Park Annual Goal: By September 30, 2001, 17 of 18 historic structures on the 1999 LCS are in good condition and 32 of 32 ruins listed on the LCS are maintained in good condition.**

Ia6 Long-term Goal: By September 30, 2005, 265 (93%) of 285 applicable preservation and protection standards for KLGO's museum collections are met.

*We will increase the number of professional standards met for the preservation and protection of park museum collections, as identified on the "NPS Checklist for Preservation and Protection of Museum Collections" (checklist). The baseline for 1997 is 83% compliance.*

**Ia6 FY01 Park Annual Goal: By September 30, 2001, 93% of preservation and protection conditions in Park museum collections will meet professional standards.**

Ia8 Long-term Goal: By September 30, 2005, Archeological Sites-9 (45%) of 20 KLGO archeological sites known as of 1999 will be established and recorded in ASMIS with a condition assessment in good condition.

*There are 20 recorded archeological sites in the park containing items of historic and pre-historic significance. Meeting this goal will increase the knowledge about the recorded sites and establish how many of the sites need additional protection as well as identify those that are stable.*

**Ia8 FY01 Park Annual Goal: By September 30, 2001, 4 archeological sites entered into ASMIS with a condition assessment will be in good condition.**

Ia0B Long-term Goal: By September 30, 2005, Backcountry Resources-10,000 acres of the park identified as backcountry will be managed under an approved interagency backcountry management plan which incorporates limits of acceptable change.

*80% of the 13,300 acres in the park is considered backcountry. 16 miles of the historic Chilkoot Trail pass through the park to connect with the northern portion of the trail in British Columbia, Canada. Each year 7,000 recreational hikers use all or a portion of the trail. Preparing and implementing a Backcountry Management Plan using the principals of Limits of Acceptable Change and other methods of evaluation will enable the park to monitor uses, manage for the protection of park resources, and improve the experience for trail users.*

**Ia0B FY01 Park Annual Goal: By September 30, 2001, the Commercial Use Management Plan will be revised.**

Mission Goal Ib: Research of cultural and natural resources contributes to the scholarly knowledge and understanding of the Klondike Gold Rush region, and allows for wise resource and visitor management decisions.

Ib2A Long-term Goal: By September 30, 2005, Cultural Resources Baselines, Archeological Sites-The 1997 baseline inventory and evaluation of each category of cultural resource is increased by a minimum of 10%.

*This goal increases the information and knowledge stored on databases gained through inventorying, analyzing, evaluating and describing cultural resources not previously inventoried and evaluated in the Archeological Sites Management Information System and the Automated National Catalog System.*

**Ib2A FY01 Park Annual Goal: By September 30, 2001, 5 archeological sites will be inventoried, evaluated and entered into ASMIS.**

Ib2B Long term Goal: By September 30, 2005, Cultural Resources Baselines, Cultural Landscapes-the number of Klondike Gold Rush cultural landscapes inventoried, evaluated and entered on NPS Cultural Landscapes Inventory (CLI) at Level II is increased from 0 in 1999 to 2.

**Ib2B FY01 Park Annual Goal: By September 30, 2001, the Moore House cultural landscape will be Inventoried and evaluated and a draft plan will be submitted to State Historic Preservation Office.**

Ib2D Long-term Goal: By September 30, 2005, Cultural Resources Baselines, Museum Objects- The number of KLGO museum objects catalogued into the NPS ANCS+ and submitted to the National Catalog is increased from 266,460 in FY 1999 to 267,348.

*The park collection contains a quarter million objects, all of which are entered into the ANCS+ system. On-going archeological work produces thousands of new artifacts annually that require archival care and curation. This goal will increase the number of museum objects that are cataloged into the ANCS+ program. The park will also update existing museum files to the new ANCS+ software program. KLGO has a very active archival and retrieval program with one of the largest curatorial collections in the Alaska Region.*

**Ib2D FY01 Park Annual Goal: By September 30, 2001, museum objects catalogued are increased by 200.**

Ib2E Long term Goal: By September 30, 2005, Cultural Resources Baselines, Ethnographic Resources-The number of Klondike Gold Rush ethnographic resources inventoried, evaluated and entered on NPS Ethnographic Resources Inventory (ERI) is increased from 0 in 1999 to 2.

**Ib1E FY01 Park Annual Goal: By September 30, 2001, training will be completed for qualified NPS staff Required to enter data in the Ethnographic Resources Inventory.**

Ib01 Long-term Goal: By September 30, 2005, Natural Resources Inventories-Acquire or develop 3 of the outstanding data sets identified in 1997 of basic natural resource inventories for all parks

*This goal will increase the amount of basic natural resource information that is available for use in making management decisions and for planning purposes.*

**Ib01 FY01 Park Annual Goal: By September 30, 2001, proposals for acquiring natural resource inventories are updated in RMP and/or PMIS; fish and amphibian inventories will be implemented through Southeast Alaska Network for NPS biological inventories.**

## **Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks**

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Ila1 Long-term Goal: By September 30, 2005, Visitor Satisfaction-95% of park visitors contacted are satisfied with appropriate park facilities, services, and recreational opportunities.

*This goal improves visitor satisfaction and focuses on the facilities, services, and recreational opportunities provided for visitor use, comfort and enjoyment. Facilities, services and recreational opportunities identified by visitors as "good" and "very good" will be defined as "satisfied". The 2000 Visitor Survey Card Data Report showed that the percentage of park visitors who are satisfied overall with appropriate facilities, services, and recreational opportunities was 100%. The Visitor Satisfaction average for the years FY 1998-2000 was 99.2%.*

**IIa1 FY01 Park Annual Goal: By September 30, 2001, at least 95% of park visitors continue to rate their satisfaction with appropriate park facilities, services and recreational activities as "good" or "very good".**

**IIa2 Long-term Goal: By September 30, 2005, Visitor Safety-The number of visitor incidents/accidents at KLGO are no higher than its baseline rate of 3.2 per 100,000 visitor days.**

*This program measures the incidence of visitor accidents versus the number of park visitors. As the most visited park in the Alaska region, KLGO's exposure to visitor accidents is much greater than that of other parks. Interpretive programs that offer a safety message as part of the information and education component alert visitors to the potential hazards that exist in the park. The park maintains a high profile bear awareness program for hikers on the Chilkoot Trail.*

**IIa2 FY01 Park Annual Goal: By September 20, 2001, the visitor accident/incident rate will be at or below the 3.2 baseline (1992-96 average) accident per 100,000 visitor days.**

**Mission Goal IIb:** Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

**IIb1 Long-term Goal: By September 30, 2005, Visitor Understanding and Appreciation-86% of park visitors contacted each season will understand and/or appreciate the significance of the Klondike Gold Rush of 1898.**

*This goal measures visitors' comprehension and appreciation of park resources and their significance. Using survey information gathered from visitors in 1998, it was determined that 77% of the respondents understood the significance of the park. These surveys are designed to assist with structuring on-site interpretive programs to better address the informational and educational needs of the visitor.*

**IIb1 FY01 Park Annual Goal: By September 30, 2001, at least 78% of visitors understand and appreciate the significance of Klondike Gold Rush NHP.**

#### **Goal Category IV: Ensure Organizational Effectiveness**

**Mission Goal IVa:** The Park uses current management practices, systems, and technologies to accomplish its mission.

*These long term goals pertain to organizational responsiveness, efficiency, and accountability. Work towards these goals will help the park become more responsive, efficient, and accountable, and will improve communications. They will also take the GPRA process to the employee level by linking individual performance to the park and national goals.*

**IVa3A Long-term Goal: By September 30, 2005, Workforce Development and Performance-100% of employees performance plans are linked to appropriate strategic and annual performance goals and position competencies.**

*The National Park Service has 16 key occupational groups that cover all of the occupational fields in the park. Each year the park will increase the number of positions that are covered by these competencies until all positions are covered.*

**IVa3A FY01 Park Annual Goal: By September 30, 2001, 20 employees' performance plans are linked to appropriate strategic and annual performance goals.**

**IVa4A Long-term Goal: By September 30, 2005, Workforce Diversity-the number of Klondike Gold Rush NHP**

permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased by 25%.

**Iva4A FY01 Park Annual Goal: By September 20, 2001, KLGO will continue to work with diversity partnerships affiliated with the Alaska Region to recruit candidates for permanent positions as vacancies occur.**

**IVa4B** Long term Goal: By September 30, 2005, Workforce Diversity-the number of Klondike Gold Rush NHP temporary/seasonal positions filled by women and minorities is maintained at FY 1999 level (7).

**IVa4B FY01 Park Annual Goal: By September 30, 2001, KLGO will participate in active recruitment again with Southern University and Riverside County Department of Education to insure the number of temporary/seasonal positions filled by women and minorities is maintained at 7 or increased.**

**IVa6A** Long-term Goal: By September 30, 2005, Employee Safety-the NPS employee lost-time injury rate will be at or below 4.49 per 200,000 labor hours worked (100 FTE). At KLGO, employee lost time injury rate is maintained at or below the FY92-96 average of 2.86.

**Iva6A FY01 Park Annual Goal: By September 30, 2001, the number of KLGO lost time injury rate is maintained at or below the FY92-96 average of 2.86.**

**IVa6B** Long term Goal: By September 30, 2005, Continuation of Pay-the number of Klondike Gold Rush NHP hours of continuation of pay will be decreased by 20%.

*Analysis of the employee lost time injury rate and the number of new OWCP claims compared to the period FY 1992-96 allows the park to monitor efforts made to reduce both categories. In FY-99 the park experienced one lost time incident, which has required follow-up treatment.*

**IVa6B FY01 Park Annual Goal: By September 30, 2001, the number of hours of continuation of pay at KLGO will be decreased by 4%.**

Mission Goal IVb: The Park increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

*The National Park Service will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include non government organizations such as friends groups, foundations, cooperating associations, and concessionaires, as well as federal, state, and local government organizations which already assist NPS managerial ability through partnerships and cooperative agreements.*

**IVb1** Long-term Goal: By September 30, 2005, Volunteer Hours-The number of KLGO volunteer hours is increased from 1195 in FY 1997 to 1291 ( 8% increase).

*Using the Volunteers in Parks program, the park will seek qualified volunteers to provide service to the park in support of a variety of programs. The park received \$2,180 for the VIP program in FY00 and was fortunate to have 3 full time seasonal volunteers in FY00.*

**IVb1 FY01 Park Annual Goal: By September 30, 2001, the number of KLGO volunteer hours will be increased from the FY97 level of 1195 hours to 1215 hours.**

**IVb0** Long-term Goal: By September 30, 2005, Historic Leasing-100% of historic property leases that expire are reviewed, revised and advertised for lease.

*Klondike Gold Rush NHP has an historic property leasing program on six buildings in the Skagway Historic District. This is the largest historic leasing program in the NPS.*

**IVb0 FY01 Park Annual Goal: By September 30, 2001, requests for proposals to lease the Verbauwhedes Store building will be issued and a lease awarded.**

IVb2A Long-term Goal: By September 30, 2005, cash donations to Klondike Goldrush NHP are increased from \$4,500 in 1998 to \$4,662 (3.6 % increase).

**IVb2A FY01 Park Annual Goal: By September 30, 2001, cash donations to KLGO are increased by 0.9%.**

IVb2C Long-term Goal: By September 30, 2005, the cash value of in-kind donations, grants and services to Klondike Gold Rush NHP from Alaska Natural History Association is maintained at the FY 1997 level of \$3,600.00.

**IVb2C FY01 Park Annual Goal: By September 30, 2001, the case value of in-kind donations, grants and services to KLGO from ANHA is maintained at the FY97 level of \$3,600.00.**



### **III. HOW GOALS WILL BE ACCOMPLISHED**

Klondike Gold Rush National Historical Park's long term goals will be accomplished in five annual increments detailed each year in an Annual Performance Plan. The Annual Performance Plan will contain annual increments toward long-term goals. It will also contain a work plan for each annual goal, which will lay out the activities and products, along with their personnel and fiscal costs that will be carried out to achieve the annual goal.

Current human and fiscal resources available to achieve the park's goals and carry out its mission include an annual base operating budget of approximately \$1,824,000, a permanent work force of approximately 20 permanent positions, and 40 seasonal positions. This work force is supplemented by a variety of other programs including Volunteers in Parks and Student Conservation Assistants. These programs are dependent upon available funding and in our success at recruiting people who are willing to work for little pay in an expensive area.

The park's annual operating budget is supplemented each year by approximately \$20,000 paid in rent by employees for park housing, a donation account that brings in about \$5,000, and fluctuating amounts of special project funds from various sources such as Repair/Rehab, Cyclic Maintenance, Small Park NRPP, CRPP, etc.

A Historic Leasing Program is managed in the park with six restored historic buildings currently in the program. Rental payments generate at least \$200,000 annually which is used to maintain the buildings and provide administrative and management support. As properties are re-appraised and leases come due for renewal, this amount is expected to increase to approximately \$400,000 annually by FY2005. Funds are maintained in an account that will cover long term cyclic maintenance requirements for the restored historic buildings and for the infrastructure to support the program.

Achieving and/or exceeding performance targets in annual and long-term goals is sometimes dependent on the availability of special project funds and assistance from the Alaska Regional Office, Alaska System Support Office, Denver Service Center, Harpers Ferry Center and other National Park Service support organizations, as well as partners and cooperators. One such typical partner is the Alaska Natural History Association, which sells interpretive and educational literature and donates a portion of the proceeds back to support park educational and resource management goals. A branch of the Natural History Association was opened at Klondike Gold Rush in 1995 with a sales outlet in the visitor center. This outlet provides a service to visitors and assists the park in fulfilling the educational component of the park's interpretive program.

The park staff is led by a superintendent. A staff organizational change took place in FY00; staff was reorganized into five operating divisions: Resource Management, Visitor Protection, Interpretation, Administration, and Maintenance. At present, the newly created Chief of Resource Management position is being advertised. Staff expertise and specialties include park rangers, an archeologist, a biologist, and a curator. There will be approximately 30 seasonal staff with 6 working in resource management, 11 in interpretation, 5 in resource protection, and 1 in administration. There are 6 seasonal maintenance workers on the staff, 4 of which work on the Chilkoot Trail.

Park infrastructure used for accomplishing goals includes a visitor center in the heart of the Skagway Historic District which contains a 100 seat auditorium, exhibits, relief map of Skagway and the surrounding area, special interpretive displays, curatorial storage, Natural History Association book store, and the administrative offices of the park. The restored historic Mascot Saloon contain exhibits depicting the commercial aspects of the downtown area during the gold rush. Exhibits in the Bernard Moore House feature the transition from "boom town" to a family oriented residential community at the end of the gold rush. Two of the rooms are furnished with authentic turn of the century artifacts showing the rooms as pictured in snapshots taken by the Moore family in 1904. Next to the Moore House is the restored homestead cabin built in 1887 by Captain Moore and his son Bernard. The cabin is used as an exhibit only.

Other visitor services include a 30 unit campground located in Dyea, eight miles from downtown Skagway on the Dyea Road. This primarily serves the needs of hikers preparing to hike the Chilkoot Trail. The trailhead is located north of the campground and the trail extends 32 miles to Lake Bennett in British Columbia. Half of the distance is in the U.S. portion of the park. A major ranger station is located at Sheep Camp at mile 12 on the trail with warming and drying shelters located at Finnegan's Point, Canyon City, Pleasant Camp and Sheep Camp.

The park operates employee housing in both Skagway and Dyea. The restored historic Peniel Mission provides housing for up to 10 seasonal employees in a dormitory environment. A duplex with two bedrooms in each unit can house an additional eight seasonal employees. In Dyea the purchase of an inholding included acquisition of a two bedroom dwelling which is occupied by a permanent park employee. One of the outbuildings has been converted into seasonal housing for two people.

The Dyea Ranger Station is located at the entrance to the Dyea Campground. The Ranger Station contains a full kitchen which serves the needs of up to five seasonal employees living in two adjacent bunkhouses.

#### **KEY EXTERNAL FACTORS AFFECTING GOAL ACHIEVEMENT**

1. Dependence on Congressional appropriations which may vary from year to year
2. Small percentage of land actually owned by the National Park Service within the boundaries of Klondike Gold Rush NHP, and the need for negotiated land management decisions with other land owners who do not always share our goals
3. Rapid escalation of growth in the local tourism industry including ever increasing number of cruise ship passengers arriving on progressively larger ships with additional passenger capacity.
4. Cost of living in Skagway, Alaska is high. Housing is in short supply and expensive. These factors can affect recruitment and retention of employees.

#### **PROGRAM EVALUATION**

Klondike Gold Rush National Historical Park will evaluate and improve its employee safety and loss time compensation program. Additionally, the park will conduct an environmental audit and implement actions based on the audit findings. At least annually, the park staff will evaluate, measure, and report progress toward attaining Servicewide, regional and park goals and adjust financial, human and physical resources applied toward meeting these goals based on that evaluation process.

#### **CONSULTATION**

This plan revises and updates the park's 1997 strategic plan for which there was substantial consultation with park, regional and support office staff. The updated plan is consistent with the direction set by this park's General Management Plan (approved in September 1996) and directly reflects the Servicewide Strategic Plan for which there was public and Congressional consultation on a national level.

Revised 10/15/00